



BEANMACHINE

Leiderschaps-ontwikkeling

De sleutel tot gemotiveerde teams en medewerkers



Proeverijen
UW L&D FESTIVAL

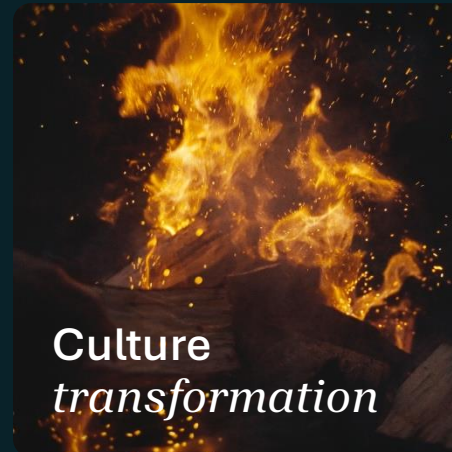


Our mission is to build
adaptive organisations
where people and business thrive.
Together.

The playfield

Our team of solid Beans navigates and operates for years now in the field of leadership development, team development, culture transformation and organisation design.

*With **courageous advice**, **energetic interventions**, **innovative tools** and **smart use of data** we create traction and ignite your employee's drive.*



Just an *invitation*.

Open mindset

Give it a ***chance***

Challenge (your)
assumptions

Speak-up!

Smile!

● It's contagious ●



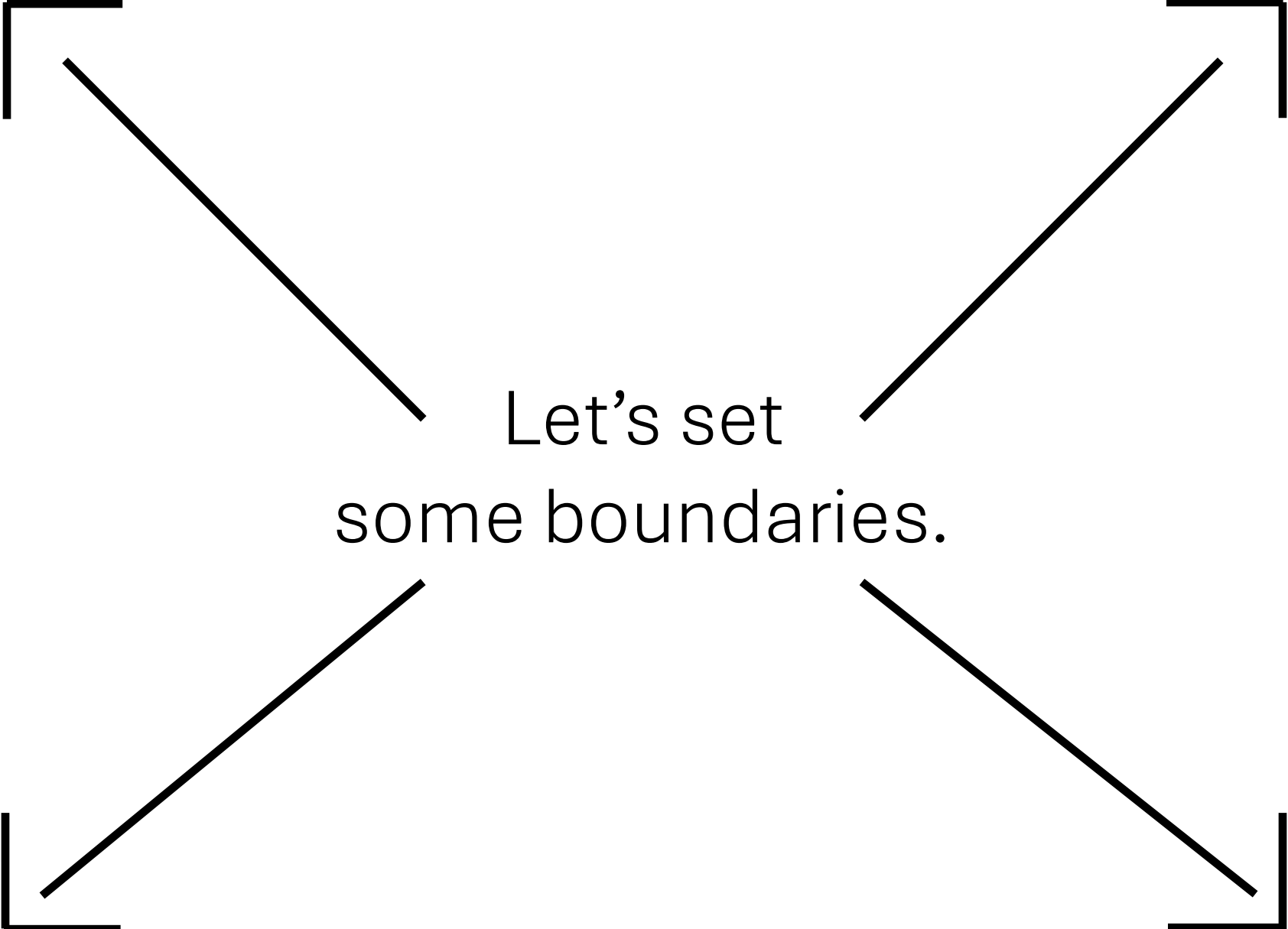
Op het menu
vandaag

Hoe
leiderschapsontwikkeling
motivatie verhoogt in *teams* en
medewerkers.

De *koppeling* tussen
organisatiedoelen en
leiderschapsontwikkeling.

Een *non-conformistische*
aanpak om blijvende
leerimpact te realiseren.

Let's explore.
Together.



Let's set
some boundaries.

The Self-Determination Theory

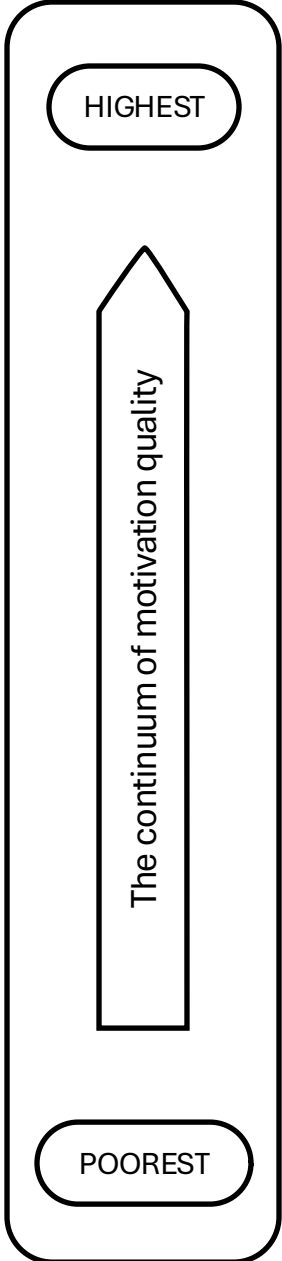
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Needs

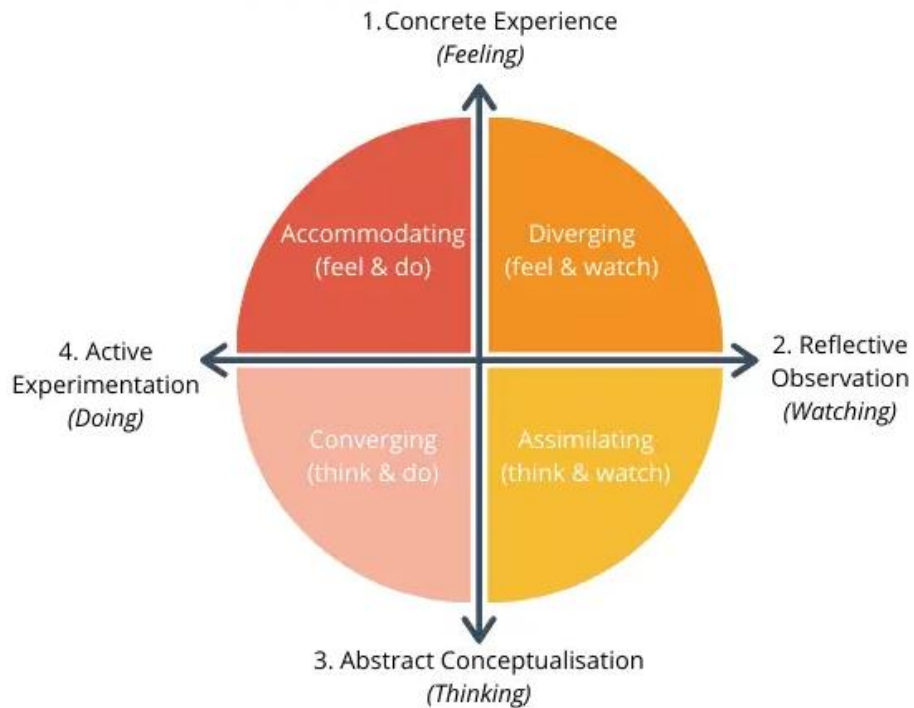


Types of Motivation



Let's learn. *Together.*

© Kolb - Experiential Learning



Our vision and approach:

Deep learning for mindset, skill and context shifts, resulting in sustainable behavioral change

Based on research and experience, we are convinced that people learn best when they go through different cycles. **Kolb's learning cycle** nicely reflects how we work (on site and/or online) in a substantiated way:

- **Doing:** starting with a concrete learning experience
- **Observing:** reflecting on that experience and what you learn from it
- **Thinking:** providing a theoretical model/framework
- **Applying:** transferring to reality to anchor it

We also call this the **ART-2R** approach :

action > reflection > theory >>> reality and results

This also allows us to create a strong learning context by having **energetic and interactive** training sessions, where participants are also encouraged and supported to **apply** and **embed** what they have learned in their team(s).

Leiderschapsontwikkeling

in 4 stappen

1. inhoud

2. methode

3. journey

4. casting

Leiderschapsontwikkeling

Stap 1: inhoud

inhoud

methode

journey

casting

Onze aanpak voor co-creatie

Bouwblokken. Aangepast aan de context van jouw organisatie.

inhoud

methode

journey

casting



Clarify the
challenge



Generate
ideas



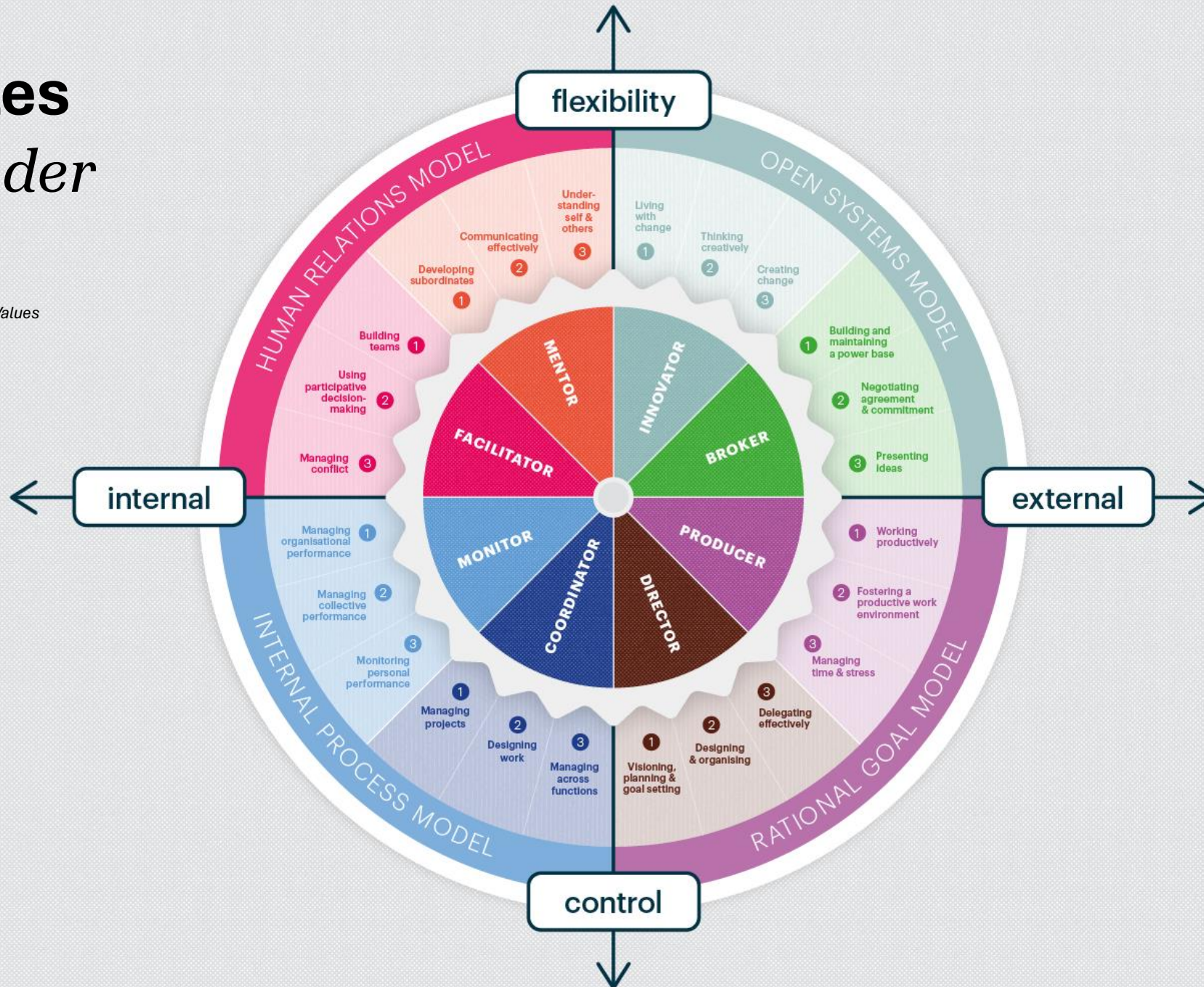
Develop
Solutions



Implement
Action

The 8 roles of the leader

© Cameron & Quinn - *Competing Values*



inhoud

methode

journey

casting

9 best Practises for First Time Leaders

- inhoud
- methode
- journey
- casting

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Leading yourself

WHY — As a first-time leader, your journey begins with self-leadership. Understand your strengths and weaknesses, embrace continuous learning, and cultivate a growth mindset. Lead by example, demonstrating the values and work ethic you expect from your team. Stay resilient in the face of challenges and seek feedback to fuel personal and professional development.

Know yourself

Understanding yourself, your strengths, weaknesses, and how you interact with others is key to your success as a leader. By cultivating self-awareness, you lay a solid foundation for effective leadership and long-term success.

TIPS

- Actively solicit feedback from your team members, peers, and supervisors. Ask specific questions about your communication style, decision-making process, and leadership approach.
- Set aside time each week for self-reflection. Consider what went well, what didn't, and how your actions contributed to both outcomes. Reflect on your interactions with team members and identify any patterns or areas for improvement.
- Share experiences and challenges with your peers, and encourage them to provide honest feedback and perspective.



Choose the right leadership style

Adopting one's leadership style to the business context is essential for effective management and organizational success. A manager's leadership approach should be like a versatile tool kit, with different tools suited to different situations.

TIPS

- Stay informed about the current state of the business environment. Regularly assess how these factors might influence your team's work and the leadership approach needed to navigate them effectively.
- Be willing to adapt your style based on the specific circumstances and objectives at hand. Whether it's adopting a more hands-on or hands-off approach, being flexible allows you to respond effectively to changing situations.
- Lead by example. Whether it's embracing change, taking calculated risks, or fostering a culture of continuous learning, lead by example to inspire and motivate your team members. Your actions speak louder than words and set the tone for the culture and mindset you want to cultivate.



Manage your energy

As a leader it's crucial to recognize that your energy is not an infinite resource but rather a valuable currency that fuels your effectiveness and success. Managing your own energy is just as important as managing tasks, projects, or people.

TIPS

- Make self-care a non-negotiable part of your routine. Allocate time for activities that rejuvenate you and bring you joy, whether it's reading, spending time outdoors, or pursuing a hobby.
- Define specific times when you are "off-duty" and avoid checking work emails or taking calls during these times. Communicate your boundaries to your team and encourage them to respect their own boundaries as well. Recognize that you can't do everything yourself and delegate tasks to your team members whenever possible.



9 BEST PRACTICES FOR FIRST TIME LEADERS

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Thrive Together.

Leading employees

WHY — Investing in your team members' development is key to their success and, ultimately, the success of the organization. Understand the unique strengths and aspirations of each team member, and adapt your interaction to it. One size doesn't fit all. When managing the work, don't loose yourself in micro management. Focus on outcomes and guide people with good coaching questions.

Adapt your approach

Not every member will have the same maturity in the job. Some might have the motivation but not yet the skills, or the other way around. Assess for all your team members where they are on the two dimensions of the Situational Leadership model, and adapt your style.

TIPS

- Organize regular 1to1 sessions. Avoid talking only about task progress. Also take time to understand what the employee is up against and what (s)he needs from you to grow.
- Mine for feedback about your management style by asking "How can I support you better?"
- Develop self-awareness about your own preferred or disliked management styles. Maybe what you like is not what your employee needs from you.



Manage by output

Managing by output is essential for managers because it shifts the focus from mere activity to tangible results. By prioritizing output, managers ensure that their teams are consistently delivering value and achieving goals effectively.

TIPS

- Clearly define specific, measurable goals for each project or task. Ensure that everyone understands their roles and responsibilities in achieving the desired outcomes.
- Avoid excessively controlling or monitoring every aspect of your team's work. Trust your team to deliver on their assigned tasks and allow them the autonomy to find their own solutions.
- Celebrate Successes. Acknowledge and celebrate milestones and achievements along the way to keep morale high and motivate your team to continue delivering excellent output.



Master the art of questioning

As a leader, your role is not just about giving instructions and overseeing tasks, it's about fostering an environment of growth, collaboration, and continuous improvement. One of the most powerful tools you have at your disposal is the simple act of asking questions.

TIPS

- Don't assume you have all the answers.
- Ask thought-provoking questions that inspire creativity and critical thinking among team members.
- Refrain from interrupting team members when they're speaking or answering questions. Allow them to express themselves fully.
- Avoid using questions as a means of control or manipulation. Instead, use them to foster collaboration and open communication.



Leading a team

WHY — Successfully leading a team requires a delicate balance of authority and empathy. Define a compelling purpose, establish clear expectations and communicate effectively. Foster a sense of belonging and cohesion within the team. Encourage collaboration and open conversation. Handle conflicts promptly and constructively. Lead with authenticity, inspiring your team to reach new heights together.

Create clarity and alignment on the team basics

Clarity in goals, roles, processes, and interactions serves as the bedrock upon which high-performing teams are built. It aligns individual efforts with team objectives, empowers team members to excel in their respective roles, and fosters a culture of accountability.

TIPS

- Clearly communicate the goals to your team, ensuring everyone understands their importance and relevance.
- Encourage team members to contribute their ideas and perspectives, fostering buy-in and ownership of the goals.
- Encourage team members to identify bottlenecks, inefficiencies, and areas for optimization, and work together to implement solutions.

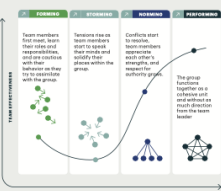


Guide your team through the team life cycle

By recognizing where their team is in the development process, managers can tailor their leadership approach, provide appropriate support, and set realistic expectations for team performance.

TIPS

- Observe team dynamics. Pay close attention to how team members interact during meetings, projects, and discussions.
- Encourage open communication and regularly solicit feedback from team members regarding their experiences, challenges, and perceptions of team dynamics.
- Seek advice and perspectives from other managers, mentors, or colleagues who have experience leading teams through various stages of development. They may offer valuable insights and guidance based on their own experiences.

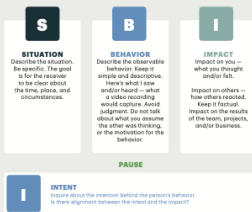


Foster a culture of feedback and speak-up

A culture of feedback and speak-up encourages open dialogue and transparency. It empowers team members to voice their opinions, concerns, and suggestions without fear of retribution or judgment. Additionally, addressing issues early prevents them from escalating into larger problems, fostering a proactive and solution-oriented mindset within the team.

TIPS

- Lead by example. Actively seek feedback from team members and demonstrate openness to constructive criticism.
- Provide guidelines and expectations for giving and receiving feedback. This includes emphasizing the importance of constructive criticism, focusing on behaviors rather than personalities.
- Start your team meetings with a brief check-in round to create a space for team members to share their thoughts, feelings, and current challenges.



Leiderschapsontwikkeling

Stap 2 & 3: methode & journey

inhoud

methode

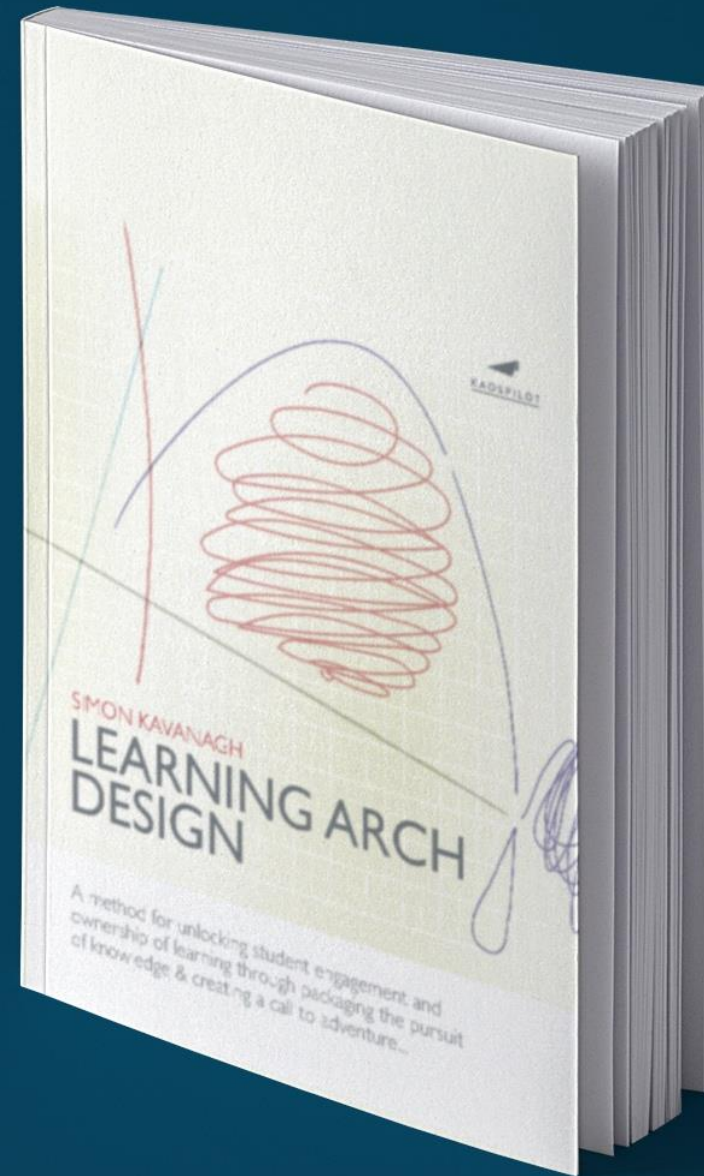
journey

casting

Learning Arches. *Before, during & after.*

© Simon Kavanagh - KAOSPILOT

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[inhouid](#)

[methode](#)

[journey](#)

[casting](#)

Learning Arches.

Before, during & after.

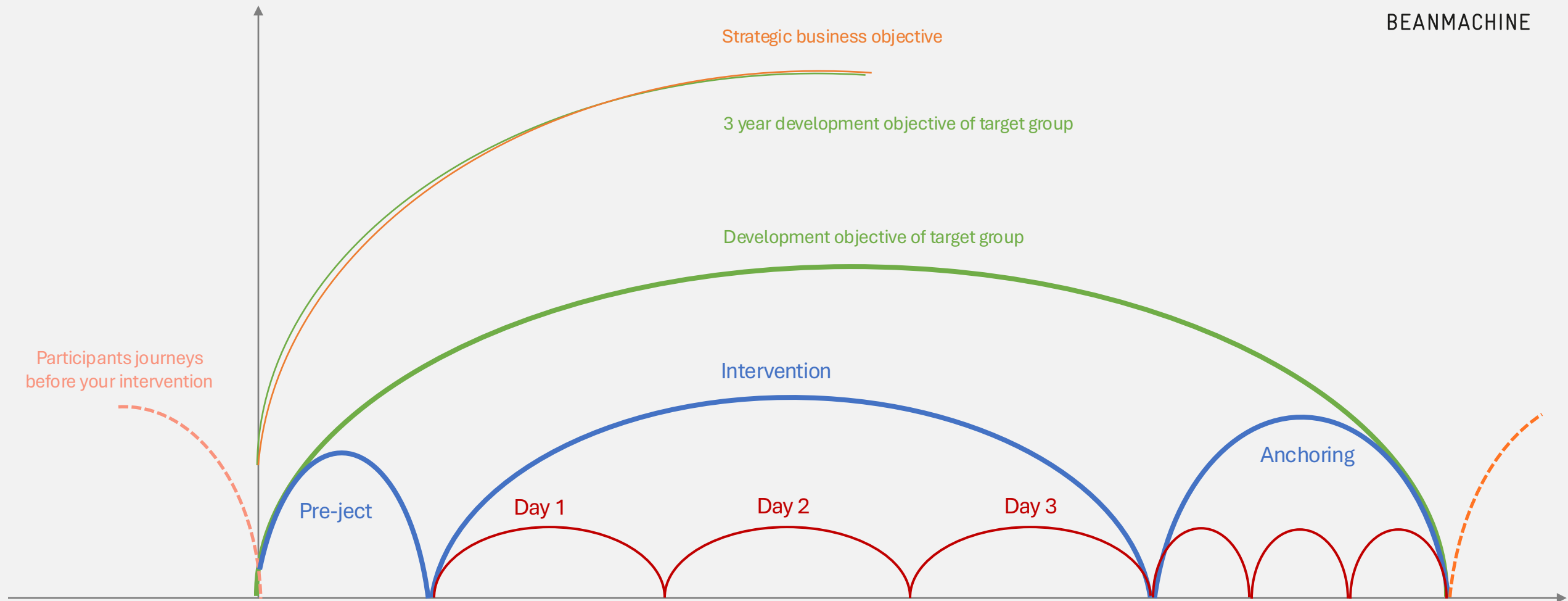
inhoud

methode

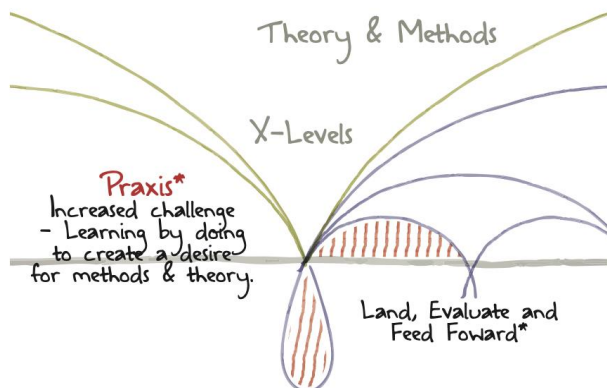
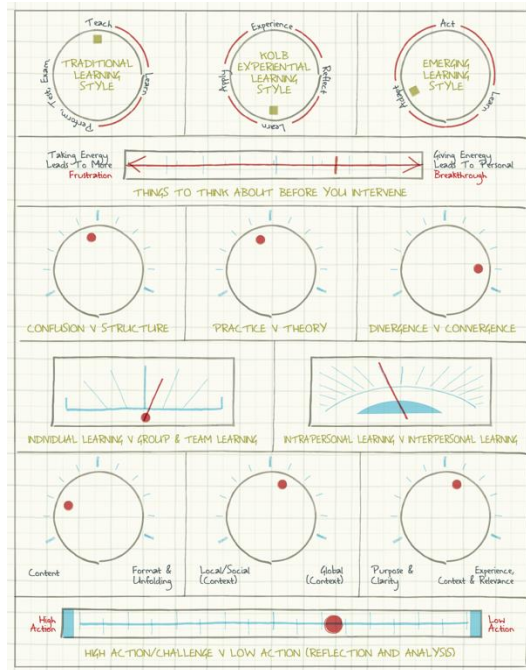
journey

casting

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*"We do not learn from experience, ...
we learn from reflecting on experience."
— John Dewey*



1. Design with the end in mind.
2. Meet your learners where the're at.
3. Create intentional learners, not consumers.
4. Set. Hold. Learn.
5. Disturb. Confuse. Frustrate.
6. Give a second chance to practice.
7. The designer is a DJ.
8. Take time to land (twice). Explore the known and unknown.
9. Don't screw it up upfront. Contract and co-create with the business.
10. Avoid a flash in the pan... It's a journey.

inbound

methode

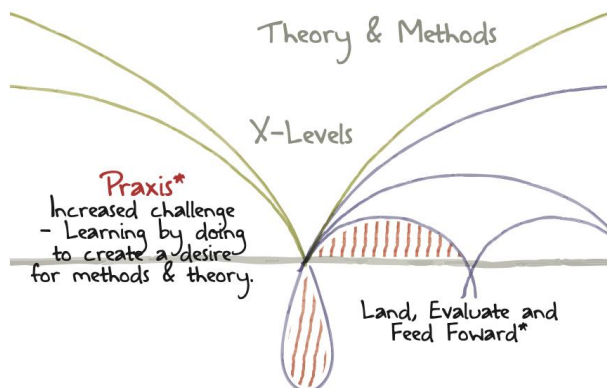
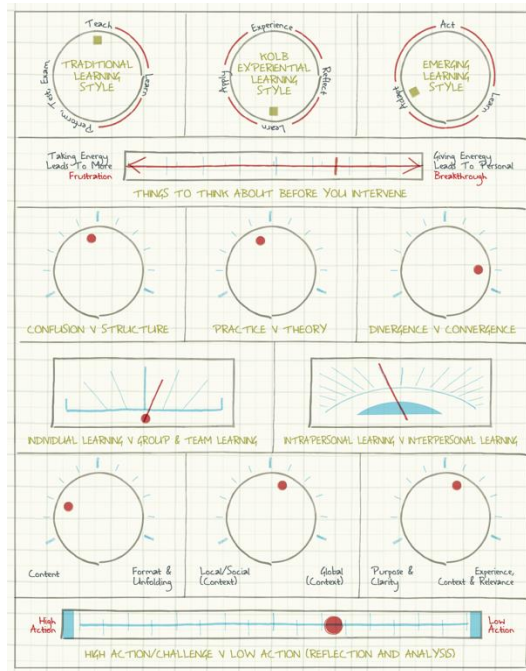
journey

coaching

BEANMACHINE

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inbound

methode

journey

coaching

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Welk principe resoneert het meest voor jou?

Welk principe is vandaag meer nodig voor jouw organisatie?

inhoud

methode

journey

coaching

1

Design with
the end in
mind

2

Meet your
learners
where
they're at

3

Create
intentional
learners, not
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Set.
Hold.
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Disturb.
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it up upfront.
Contract and
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business.

10

Avoid a flash
in the pan...
It's a journey.

inoud

methode

journey

casting

Rituals

*give meaning
to transaction
& learning*

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certificate

← of excellence →

name

course

date

signature

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BEANMACHINECAMPUS

inhoud

methode

journey

casting

Learning Journal

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NMBS | #LeadingPROS Starter

Thema 4 | Feedback

WETEN

- × Doelen
- × Route
- × Spelregels
- × Impact
(what's in it for me)

WILLEN

- × Motivatie
- × Betrokkenheid
- × Vertrouwen
- × Omgeving
- × Overtuigingen
- × Plezier

KUNNEN

- × Kennis
- × Ervaring
- × Ruimte
- × Middelen

omgaan met weerstand

46

Thema 4 | Feedback commun

WOORDEN

STEM

- › Volume
- › Intonatie
- › Snelheid

LICHAAM

- › Houding
- › Gebaren
- › Gelaat



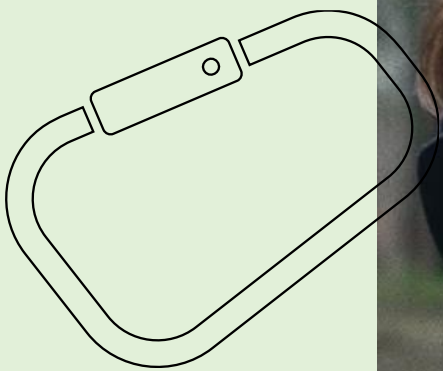
inhoud

methode

journey

casting

Boot camp



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Het is belangrijk
dat mensen
de stap terug
naar de natuur zetten,
dat we terugkeren naar
ons archetype.

Het zit in ons DNA
en we kunnen daar
niet omheen:
we hebben de natuur
nodig om ons op ons
gemak te voelen.

direct confronteren met jouw plaats in het
universum. Het is onze taak om mensen
op een uitdagende manier te inspireren,
zelfs als ze zich nog niet bewust zijn van
wat ze precies zoeken. We hebben al ge-
sprekken gevoerd met mensen die zeg-
gen: "Ik ben best avontuurlijk", maar het is
precies inhoudt. We moeten analyseren
en voorspellen waar iemand zijn of haar
avontuur zal vinden, en het net een stapje
verder brengen om het nog spectaculair-
der te maken. Als iemand zegt: "Ik ben al
eens gaan klimmen en vond dat leuk", dan
moeten wij een klimervaring vinden die
net buiten hun comfortzone van avontuur
ligt, maar toch plezierig is om te ervaren.

Dus het is de be-
recht buiten hun com-
'ongemakkelijke' si-
BARTEL → Het dra-
ongemakkelijke, ma-
die mensen doen bes-
nooit meegemaakt,
geheugen blijven, om-
was." Het kan een erv-
je iets voelt, ziet of mee-
het fysiek en/of menta-
drijven van jezelf. Dat i-
afschrikwekkend, maar
comfortabele en begelei-
ervaren, waarbij je weet a-
dersteuning achter je staat
grenzen gaat, maakt dat
te waardevoller. Iedereen
bootje naar iets kijken, ma-
ervoor dat de ervaring inten-
belevend wordt.

En nadat je terugkeert naar
word je ook verwend met com-
BARTEL → Suzanne is echt ee-
in het zorgen dat alles tot in de
geregeld is, en dat is ook nodig.
die zichzelf buiten hun comfortzo-
ben geduwd, verdienen dat extra v-
luxe. Het biedt hen de mogelijkhe-
te ontspannen in een prachtige c-
ving, of het nu in een tent, een bla-
of een hotel is, afhankelijk van de
Wanneer je mensen uitdaagt om dri-
vier dagen lang op het scherpst van
snee te leven, kan het gebeuren dat
soms zelfs vergeten wat ze precies a-
het doen zijn. Het is een delicate bala-
tussen een goede ervaring en het momen-
waarop je zegt: 'Oké, het is nu genoeg
geweest'. Het comfort in het kamp zorgt
voor rustmomenten, waarbij mensen de
gelegenheid krijgen om terug te kijk-
op hun ervaringen en de
geven. Als i-



inhou

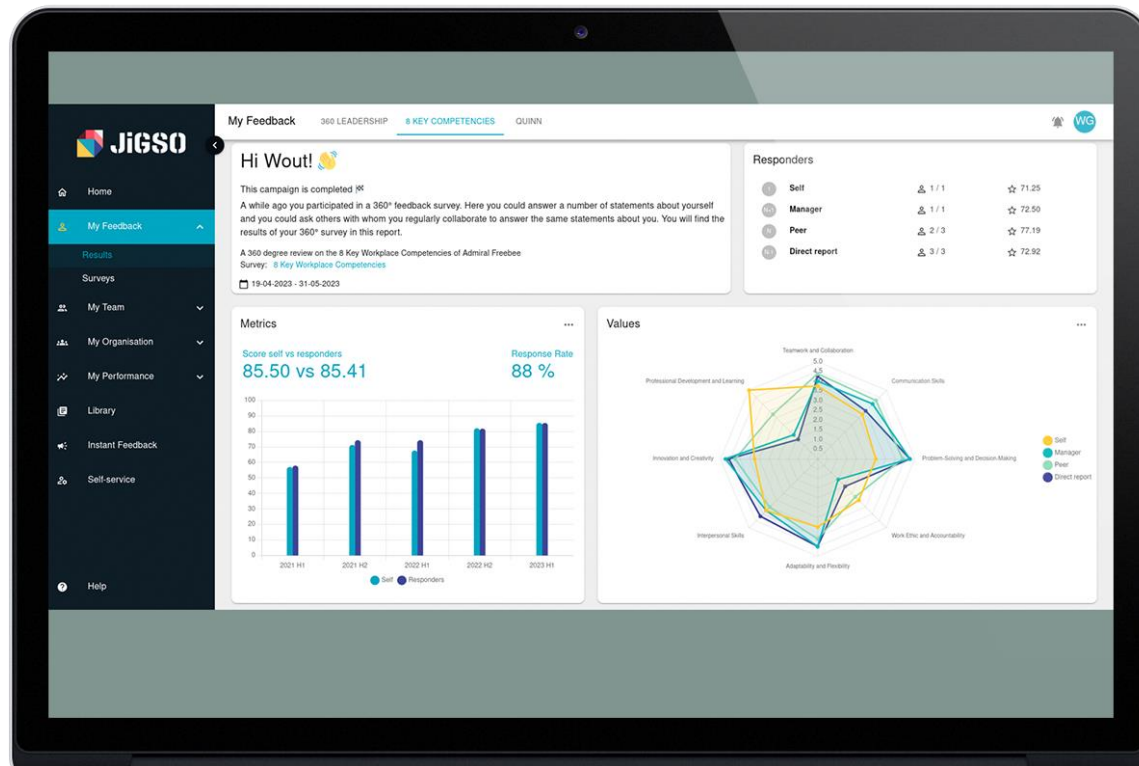
methode

journey

casting

360° feedback

The JiGSO tool



Use your own Leadership Framework

Use your own leadership questionnaires or pick a survey from our in-house survey library.

Easy and fast set-up

Our intelligent suggestions help you with selecting participants for your next feedback campaign and assign them to different groups.

Built-in Analytics

Intuitive dashboarding to discover and compare feedback from peers, direct reports, and managers.

Grow Continuous Feedback

Give feedback any time, to anyone. No need to wait for formal review cycles.

Admin dashboarding and reporting

Advanced dashboarding functionalities to track the status of each review cycle.

Behavioral shifts *as leadership handshake*

A	1	2	3	4	5	6	7	8	9	10	B
---	---	---	---	---	---	---	---	---	---	----	---

In case an operator doesn't ware his/her PBM's properly or infringes the safety prescription, I don't say anything although it might be a dangerous situation. It is the responsibility of the management to make sure everybody lives up to the safety prescriptions.

In case an operator doesn't ware his/her PBM's properly or infringes the safety prescription, I take my responsibility as a teamleader and urge him/her (at the right tone of voice) to comply with the safety prescriptions.

A	1	2	3	4	5	6	7	8	9	10	B
---	---	---	---	---	---	---	---	---	---	----	---

If an operator has a personal, sensitive or emotional issue, I ignore or I ask him to get in touch with HR, management or someone else.

If an operator has a personal, sensitive or emotional issue, at minimum I take a moment to listen to him and see how I can help within the boundaries of my responsibility.

A	1	2	3	4	5	6	7	8	9	10	B
---	---	---	---	---	---	---	---	---	---	----	---

If I have an issue with my manager, I tend to keep quiet and talk about the situation at the coffee machine with colleagues teamleaders and operators

If I have an issue with my manager, I take the responsibility and initiative to at least openly talk about it with my manager.

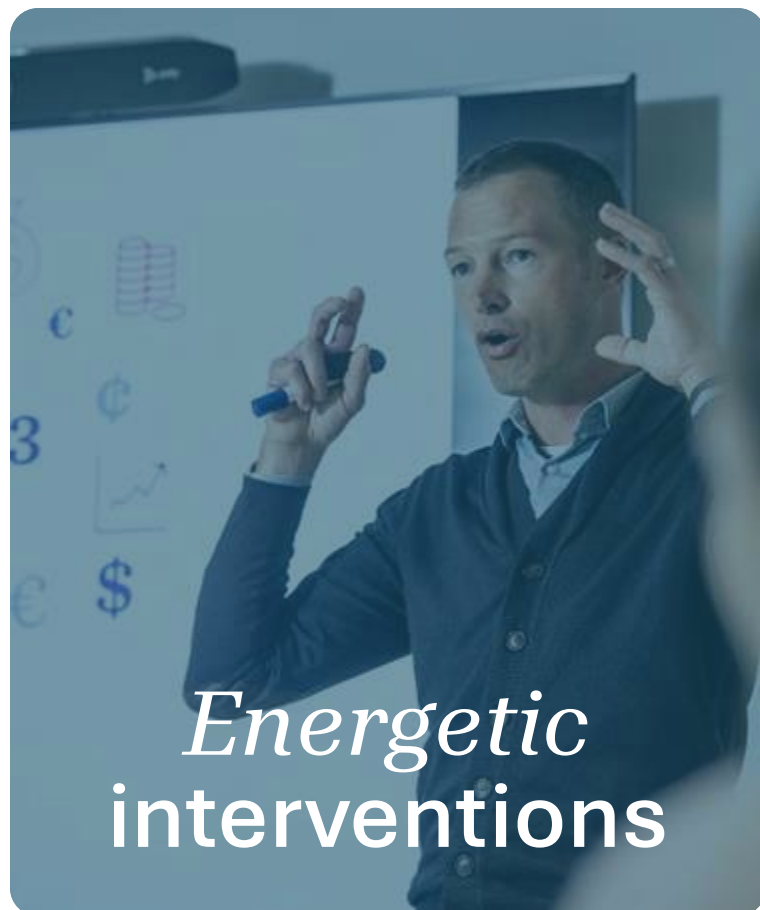
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Have a developmental conversation. Together.

- inhoud
- methode
- journey
- casting



Three ingredients *for our magic Bean-sauce*



Leiderschapsontwikkeling

Stap 4: casting

inhoud

methode

journey

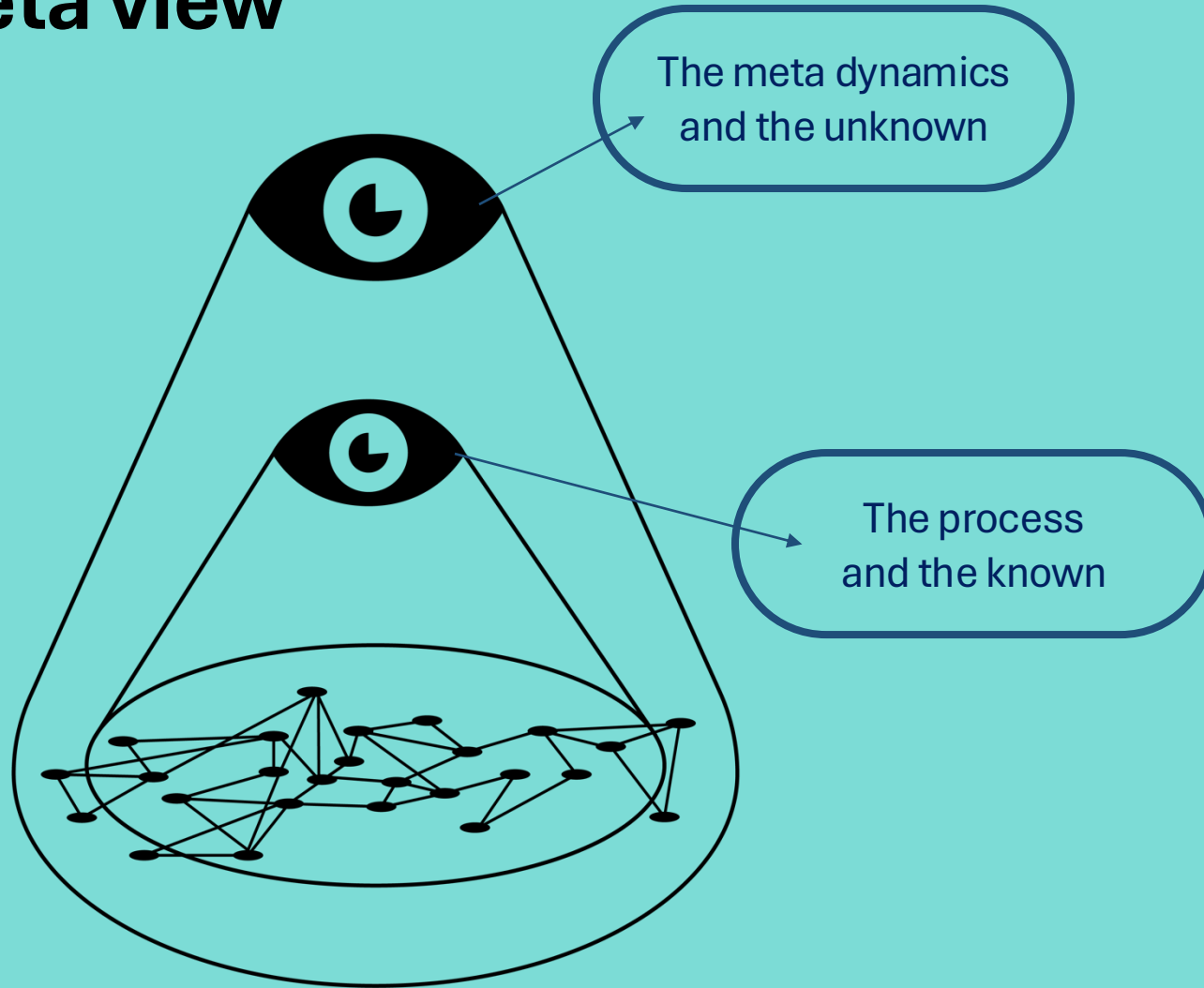
casting

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Casting makes better business
not?

Meta view



known
(bovenstroom)

Skills

Knowledge

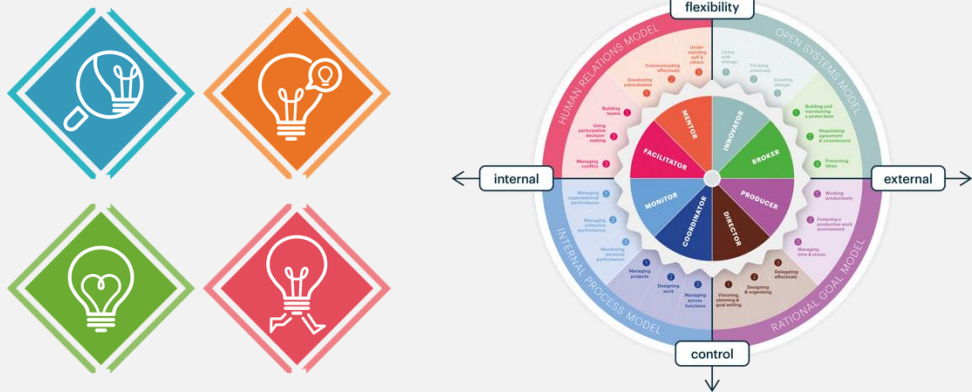
unknown
(onderstroom)

Attitudes

Values

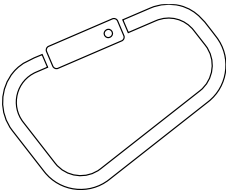
Retro

inhoud



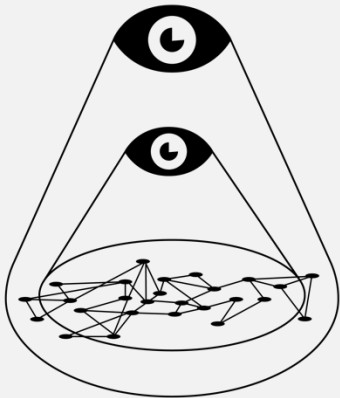
methode

journey



casting

Casting makes better business
not?



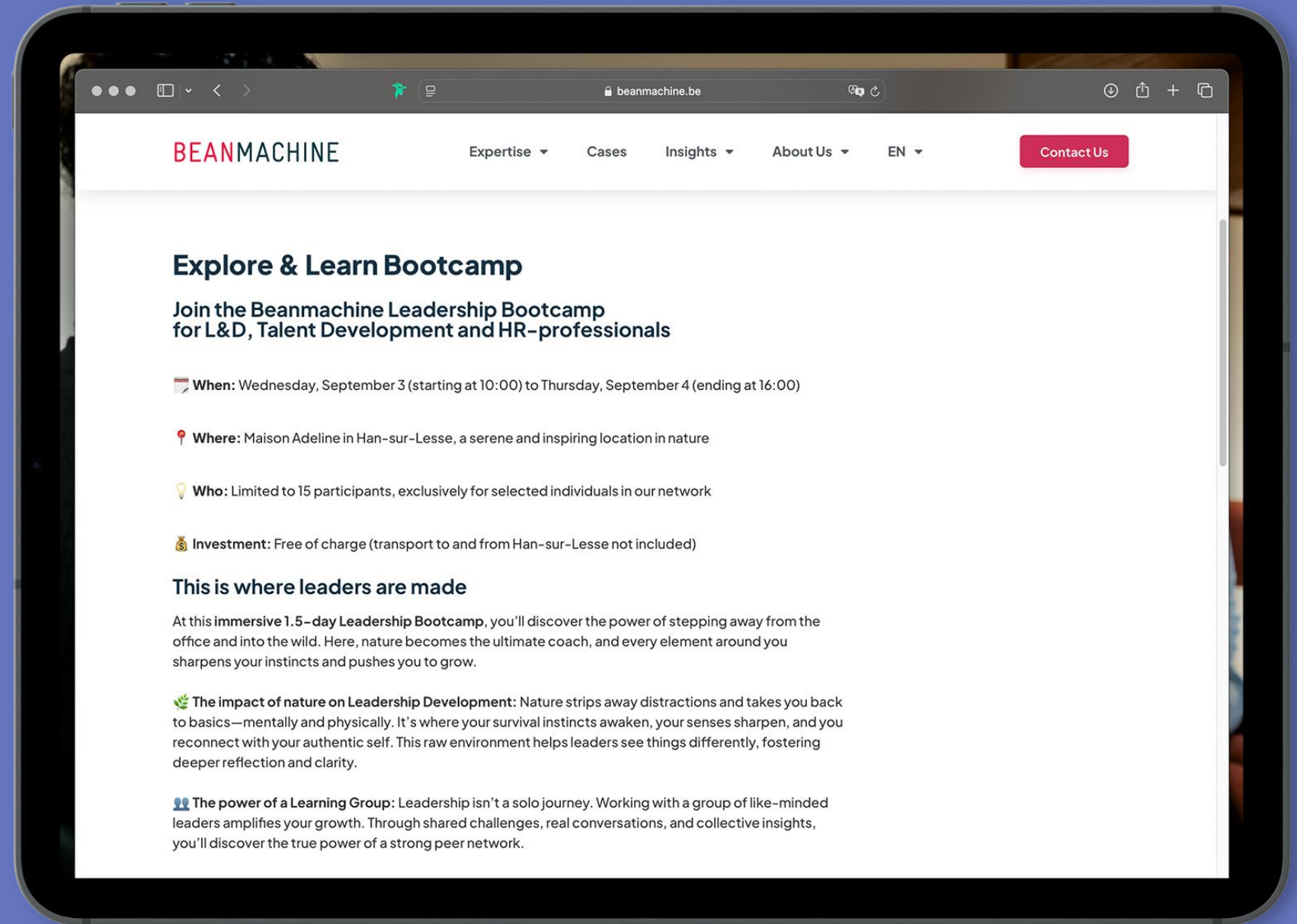
Bean there



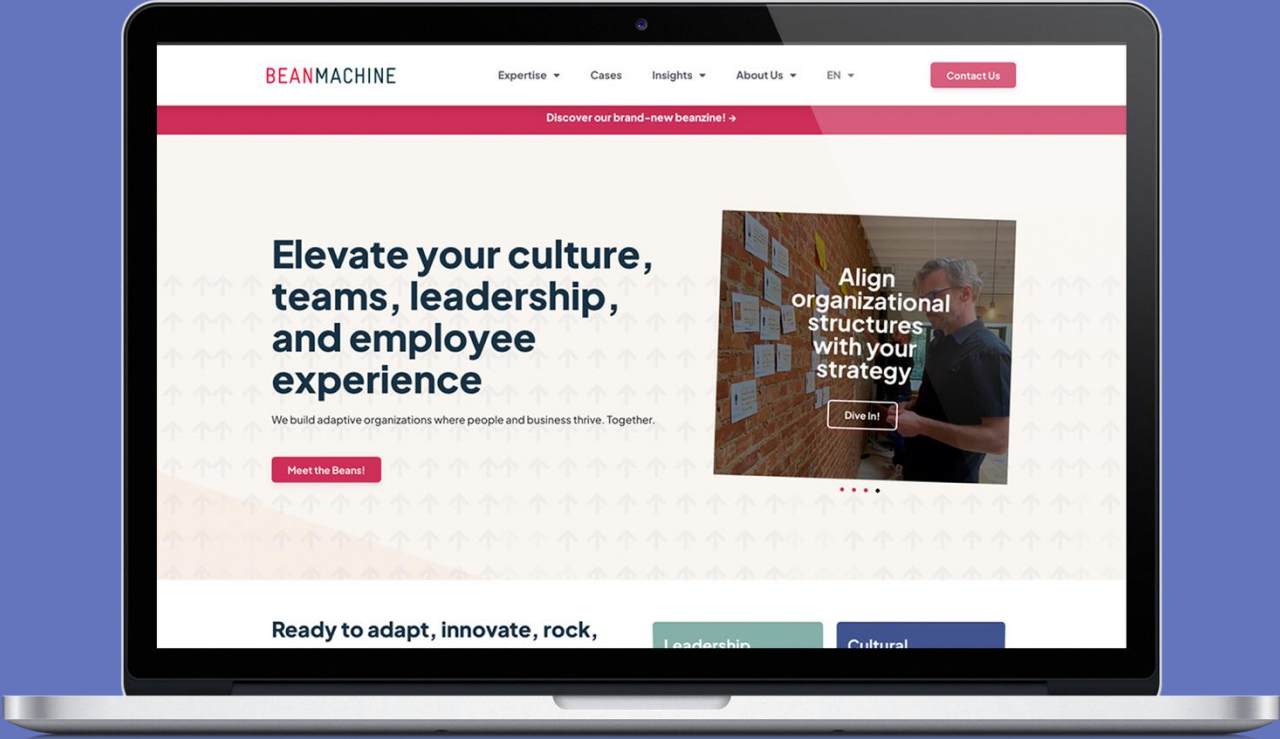
Explore & Learn *Bootcamp*



I would like to join the **Explore & Learn Bootcamp** together with 14 interesting L&D and HR professionals!



Magazine & website



We would love to hear
from you

Zaal Expo 📍 S32

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Adapt. Together.

